



California Interagency Council on Homelessness

ERF-3-R, Application

Part 1 (A): ADMINISTRATIVE INFORMATION

Application Window

- ☒ Window #1, 11/3/2023 - 1/31/2024
☐ Window #2, 2/1/2024 - 4/30/2024
☐ Window #3, 5/1/2024 - 6/30/2024

*Applications received after 5:00 p.m. on the last day of the application window will be reviewed and evaluated during the following application window. **Note, applications submitted after 5:00 p.m. on 6/30/2024 will not be reviewed.***

Eligible Applicant

Select the eligible applicant's jurisdiction type.

- ☐ CoC ☒ City ☐ County

What is the name of the city or county?

City of Oakland in partnership with Alameda County

Part 1 (B) Contracting Information

Complete all elements of the below section. This information is required for contracting should this application be chosen for award.

Contractor Information

Contractor Name (the legal entity entering into contract with the State)

The City of Oakland

What is the Federal Employer Identification Number (FEIN # or tax id number) for the contractor?

946000384

Tax ID Form

Taxpayer ID Government Entity FY22-23 - signed (1).pdf

Governmental entities will need to submit a GovTIN Tax Form, and Non-governmental entities will need to submit a STD 204 Tax Form. Links to each are below:

GovTIN: [Taxpayer ID Form \(ca.gov\)](#)

STD 204: [STD 204 - Payee Data Record \(ca.gov\)](#)

Who is the best contact person for this contract?

Primary Contact

LaTonda	Simmons
First	Last

This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)

Job title

job title

Email

Phone

This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)

Secondary Contact

Emily	Weinstein
First	Last

Job title

job title

Email

Phone

This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)

Contact Person for Reporting

Emily	Weinstein
First	Last

Job title

job title

Email

eweinstein@oaklandca.gov

Phone

(510) 238-6182

This contact will ONLY receive grant reporting correspondence (inclusive of guidance, report releases/reminders, report follow-ups).

Authorized Representative

Jestin

First

Johnson

Last

Job title

job title

Email

agarza@oaklandca.gov

Phone

(510) 238-3301

The Authorized Representative has authority to contract on behalf of the eligible applicant

If this application is funded, what address should the check be mailed to?

Address

1 Frank H. Ogawa Plaza, Third Floor, City Administrator's Office

Address Line 1

Address Line 2

Oakland

City

California

State

94612

Zip Code

Attention to (if applicable):

City Administrator Johnson

 **This Application uses character limits** 

Reaching these limits is not required, however competitive responses will address all parts of each

question asked.

Part 2: PROPOSAL OVERVIEW

Guidance:

In completing this application, applicants must identify the specific encampment that will be prioritized for resolution.

If an applicant proposes to prioritize a large, noncontiguous, or multiple site(s), the encampments may only be addressed through a single application if: (a) the justification for prioritizing the encampments is the same, **and** (b) the demographics and service needs of the residents of the encampments is sufficiently the same that, (c) the same set of services, and service providers, including outreach, interim and permanent housing programs, will be used to resolve the identified people's experience of homelessness in encampments.

Applicant must prepare a separate application for each encampment that does not meet the requirements of (a) – (c).

Proposal Summary

Summarize the proposed Encampment Resolution Fund (ERF) project, including an overview of all key components and/or phases of the project that will be funded in whole or in part with ERF-3-R resources. (1500-character limit)

Oakland is at a critical time of transition. As immediate pressures from the COVID-19 pandemic begin to wane, Oakland's eviction moratorium phases out and homelessness is at crisis levels, thousands of Oaklanders need a clear, strong approach to housing stability and homelessness prevention.

The City of Oakland will collaborate with Alameda County to resolve the long-standing encampments currently located at Martin Luther King Junior and 23rd Street, Mosswood Park, and East 12th Street and will transition the unhoused into temporary shelter to the Jack London Square Inn and then into permanent supportive housing. With this ERF opportunity, a hotel will be converted into interim shelter. Participants will have a private room with a bed, private restroom, refrigerator, closet/dresser, microwave and desk space. The demographic surveys at these three encampments indicated significant mental health and substance use disorders and a high percentage of individuals experiencing homelessness for over 4 years.

For the City of Oakland, the Homeless Response Team (HRT) will be the primary unit implementing funding from ERF grant. The HRT is a multi-departmental, multi-disciplinary team that seeks to reduce unsheltered homelessness in Oakland.

People Served

Number of people currently residing in prioritized encampment site

150

#

Potential inflow of people into the prioritized encampment site during the grant term.

Another 60

Of people currently residing in prioritized encampment site, how many will be served by this proposal?

150

#

Given the potential for inflow of people into the prioritized encampment site, how many people are projected to be served across the entire grant period?

210

#

Of people projected to be served across the entire grant period, number of people projected to transition into interim housing.

210

#

Of people projected to be served across the entire grant period, number of people projected to transition into permanent housing

180

#

*This should include both people who transition directly into permanent housing **and** people who may first transition into interim housing.*

Is the prioritized encampment site part of a larger encampment area?

☐ Yes ☒ No

Encampment Information

1. Briefly describe the characteristics of the people residing within the prioritized encampment site, including demographics, household compositions, disabilities, and projected service and housing needs. Include how this information was gathered. (1500-character limit)

The individuals and households living within these three encampments report particularly high substance use and mental health disorders and/or disabilities. Approximately half of those surveyed have been homeless for over 4 years. These encampments are considered "high return" areas.

Between 7/2023 and 1/2024, 68 people were observed at the MLK Encampment, 44 have been engaged by County and City outreach teams. 39/44 identify as Black, 1 as White, 1 as Latino/Hispanic, 1 as American Indian. 36 between the ages of 25 – 59 and 6 are 60 and above. 23 male, 19 female. During the 2024 Point in Time count, 22 individuals were surveyed and 19/22 reported substance use, 19/22 reported mental health disorders, and 16/22 reported medical disabilities.

Of the 45 people observed at the Mosswood Encampment, 31 were engaged by City/County teams between 7/2023 and 1/2024. 10 African Americans, 14 White, 1 American Indian. During the Jan PIT, 17/22 reported substance use, 13/22 reported mental health disorders, and 10/22 reported medical disabilities. 18 male, 10 female, 1 nonbinary.

Of the 37 people observed at the E.12th Median Encampment, 25 have been engaged since 7/2023. In Jan 2024, 25 people were surveyed. One identifies as Black, 3 as White, 12 as Latino/Hispanic, and 5 as Asian. 12/25 report substance use, 15/25 report mental health disorders, and 16/22 report medical disabilities. 21 males and 5 females.

If this proposal seeks to serve a particular target population, specify and describe.

2. Briefly describe physical characteristics of the prioritized encampment site in which the people you are proposing to serve are residing. The description must include the specific location, physical size of the area, the types of structures people are residing in at the site, whether vehicles are present, and any other relevant or notable physical characteristics of the site. (1000-character limit)

We are prioritizing these 3 encampments as high-return areas for unsheltered people living on the ground, in tents or lean-to structures amid refuse and piles of belongings and cars.

The MLK Encampment runs from W Grand to Sycamore and includes 4 structures, 54 tents, 25 cars, 4 porta potties, 2 wash stations. The E12th Median is from 14th avenue to 18th and includes 27 structures, 6 tents and ~36 cars/RVs. This site has 4 porta potties and two wash stations. Mosswood is a large City Park bounded by W. MacArthur, Broadway, 580 freeway, and Webster St. The park includes 22 tents, 3 structures, 5 vehicles. (see attached maps)

The influx of so many individuals camping in these areas not designed to provide shelter and services for the unhoused community has created public health, environmental and safety challenges. The accumulation of trash, food, and discarded belongings attracts rodents. Substance use has increased significantly, and drug use and paraphernalia create health hazards.

3. Why is this encampment site being prioritized? Applicant should identify any distinguishing needs and/or vulnerabilities of the people living in this encampment and/or any health, safety, or other concerns that led the applicant to prioritize this site over other encampments. (1000-character limit)

This encampment site is being prioritized based on: The severity of impacts on nearby businesses and residents, including break ins, loss of customers, vandalism, unsanitary conditions, illegal dumping, discarded materials, open air drug dealing, domestic disturbances, calls to the police, fires, and other issues; The desperate need to address the health and safety of the encampment residents of over 150 in these locations, who are mostly chronically homeless with high rates of substance use and mental health disorders and high mortality rate; and The amount of staff time and resources needed to address high return encampments hinders efforts to reduce unsheltered homelessness elsewhere. We are prioritizing these locations because the population is especially vulnerable, hard to reach, transient, and disconnected from services. People at these sites have shared needs and will benefit from consistent street outreach aimed at building connections and charting pathways to housing.

ERF authorizing legislation requires funding be used for “prioritized” encampments. Applicants must, therefore, provide a justification for the prioritization of the encampment proposed to be served. Except in very small communities where it may be possible to justify prioritizing all of a small number of encampments for resolution using this fund source, ERF is not intended to be used to fund a community-wide encampment resolution program.

Attachment: Map

Oakland ERF Photos .docx

East 12th Map.docx

MLKMap.docx

Mosswood Park.docx

The provided map should clearly indicate the area of the prioritized encampment. The map may also indicate the location of other key service, shelter, and housing resources described in this proposal.

4. Is the prioritized site on a state right-of-way?

☒ No ☐ Yes - partially ☐ Yes - entirely

Proposal's Outcomes

5. What outcomes does this proposal seek to accomplish by 6/30/2027? Outcomes should be specific, measurable, attainable, relevant, and time-bound (SMART). (1000-character limit)

The goal is to resolve the experience of unsheltered homelessness for over 150 people residing in these encampments in Oakland by first transitioning to a safe, private indoor location and closing the three encampments by September 2024, then transitioning all individuals to permanent housing by September 2025. Grounding in principles of Housing First, and acknowledging people will have highly varied needs and assets, we will work to resolve their homelessness using best practices to provide services and strategies, including private-room interim housing as a pathway to permanent housing and stabilization in our community. Our approach will be flexible and responsive to the unique environment and needs within each location.

The project will promote long term health with the following additional outcomes: 50% will increase or retain income at exit assessment, 100% will enroll in health insurance and CES, 80% will successfully exit to permanent housing, <10% will exit to homelessness.

6. What are the primary activities the applicant will implement to achieve each of the proposal's outcomes? (1000-character limit)

The key metric of success for this project is the number of unsheltered people who are housed by September 2025. We will track closely the individuals who are served by this proposal through the HMIS system and our own data collection. From our experience in resolving unsheltered homelessness, there are critical interim steps to achieving stability.

General Street Outreach has been ongoing. Street teams engage unsheltered residents in the identified encampments. Readily available resources and shelter are offered. With this grant, outreach teams will work together to assess individuals in the encampment and transition people to PSH or IS. Those who do not qualify for PSH have the option to move into the City-operated hotel utilized as interim shelter. Program participants will receive individualized support to have their needs met so they can improve their health. Staff will help participants acquire income and benefits and identify housing they can sustain.

7. How will the applicant measure progress towards the proposal's outcomes? (1000-character limit)

The City of Oakland will conduct a count of individuals at the targeted encampment prior to the project start date, as well as during the project and again at the end of the performance period to gauge the success of the project. These counts will be carried out in consultation and coordination with encampment residents and community services providers serving camp residents. Individual count data will be used in conjunction with a running count of individuals who cycle through the project's temporary housing to permanent housing to determine progress towards the proposal outcomes.

8. Are there any local ordinances, resources, or other factors that may hinder achieving the proposal's outcomes? If so, how will the applicant navigate these challenges? (1000- character limit)

In 2023 the Oakland City Council passed an updated emergency shelter crisis ordinance which enabled a more flexible set of building and land use requirements so that interim housing projects could proceed in a more cost effective and expeditious manner. There are no land use approvals necessary to open new shelter programs on land owned or leased by the City. The 2023 Shelter Crisis Ordinance also confirmed the City Council's support for and streamlined approval of any new ERF grant funding.

The City operates 6 other community cabin programs, 3 safe RV parking programs, and the 89-room Lake Merritt Lodge, which offer dignified individual shelter options while connecting them to housing, insurance, job training. These programs are at capacity, hindering the ability to close larger encampments. With this ERF grant, the City will have expanded resources to address the identified larger encampments, which requires more resources to address the needs of all residents at each location.

9. Does this proposal fund a standalone project, or is the proposed project one component of a larger initiative?

☐ Standalone ☒ Larger initiative

If it is part of a larger initiative, describe the role and significance of this project in achieving the objectives of the larger initiative. (1000-character limit)

The City's encampment management policy was created to eliminate unsheltered homelessness in "high sensitivity areas" unsuitable for habitation. The policy authorizes the closure of encampments in these areas with outreach, shelter offers, and storage of belongings. Since the adoption of this policy in 2020, City teams have executed over 844 encampment closures and cleanings, coordinating the transition of unhoused residents to shelter. The City also has experience collaborating with the County's street outreach support. In April 2023, the City resolved a 78 person encampment using City and ERF-1 funds to establish a new community cabin program with heat, showers, housing navigation and health services. Over 85% accepted shelter immediately in one of the City's many interim or PSH programs. This proposal would complement and add to the city's existing mix of interim shelter options.

Centering People

10. Describe how the perspectives of people with lived experience of homelessness meaningfully contributed to the content of this proposal? How will people with lived experience be part of the implementation of this ERF project? If individuals living in the encampment site were included in the development of this proposal, describe how their input was obtained and how that input shaped the proposal. (1000-character limit)

This project will initiate with extensive consultation with residents of the 3 encampments through engagement led by County Health Care for the Homeless, a health care provider with an established track record and respect. The initial needs assessment and stakeholder engagement process is centered on the needs, perspectives and involvement of encampment residents, and will incorporate involvement and participation of grassroots and community-based providers who support and serve unsheltered encampment residents, along with city and county-funded outreach and health care providers. People with lived experience of homelessness will play a role in shaping the implementation of the project, and will be compensated for their input and implementation efforts. Our service model includes immediate access to individual hotel rooms, wrap around services, and immediate pathways to permanent housing. The model will allow us to adjust services to meet needs and support individuals directly.

11. Briefly describe how the proposal exemplifies Housing First approaches as defined in Welfare and Institutions Code section 8255. (1000-character limit)

The project will accept residents regardless of their sobriety or use of substances, completion of treatment, or participation in services and without pre-conditions. The program will use low threshold entrance criteria to reach as many people from the 3 encampments as possible, including those who may have previously avoided using homeless services due to more rigid criteria. Staff will do active outreach within the program to develop relationships with residents at their own pace. Case managers are trained in and actively employ evidence-based practices for client engagement, including, but not limited to, motivational interviewing and client-centered counseling. As part of the Housing First approach, the backbone agency will work with residents to develop a set of program expectations/participant agreements that prioritize individual and site safety but that are not overly restrictive. The program will adhere to the principles of harm reduction.

12. Describe how each of the following service delivery practices are incorporated into the outreach, interim shelter (if applicable), and permanent housing aspects of the proposed ERF project: (a) individual participant choice and (b) trauma informed care. (1000-character limit)

The grant proposal is informed by the General Street Outreach and Healthcare-Focused Street Outreach with encampment residents. Quantitative data collected over time provides details such as 1) length of time at an encampment, 2) household structure and 3) specific services, shelter and housing needed that will inform each individual's best path to sustainable housing. Ensuring that each resident feels empowered to make choices is the foundation for ensuring outreach is grounded in trauma-informed care. Outreach staff recognize that these individuals have and/or currently experience many forms of trauma. City outreach teams will interact with participants in a manner that is supportive and non-judgmental, and with the understanding that the resident is the expert in the unhoused experience. Roadblocks and changes to initial goals are part of this process. Outreach staff will provide Wraparound support to each individual throughout to maintain a strong connection to participants.

13. Describe how harm reduction principles will be incorporated into the outreach, interim housing (if applicable), and permanent housing aspects of this ERF project. (1000-character limit)

According to the 2022 Alameda County HCSA Homeless Mortality Report nearly one person dies of a suspected overdose each day. Overdose deaths disproportionately affect people of color and occur in the same regions with the highest density of individuals experiencing homelessness. In order to effectively support individuals who use drugs, our County is committed to providing harm reduction across the spectrum of strategies that includes safer use, managed use, abstinence, meeting people who use drugs "where they're at," and addressing individuals conditions of use, along with the use itself. Alameda County Health Care for the Homeless is nationally recognized for the innovative, low-barrier, peer provided harm reduction services provided in both unsheltered and sheltered settings. Within both encampment and housing settings this includes providing harm reduction supplies, field-based Medication Assisted Treatment, long acting injectables, and supporting access to residential treatment

14. Describe the services that will be provided to improve people's health, dignity, and safety while they continue to reside within the prioritized encampment site. (1000-character limit)

Services are designed to: remove barriers to health services for encampment residents who would not otherwise access services due to the competing pressures of daily survival, distrust of the health care system, stigma associated with being homeless, and bureaucratic and transportation navigation challenges; attend to urgent safety, whether personal or environmental; prevent deterioration of physical and behavioral health status; ensure Appropriate and timely utilization of emergency, inpatient, and crisis health care services; support Housing stability through partnerships and collaborations with other community-based organizations; increased income through benefits enrollment and support of disability cases through adequate and timely medical documentation. Core components include; Street Outreach and Engagement, Street Health Services and Triage, and Collaboration with City Funded Outreach, Housing and Community Organizations to Secure Housing and Benefits for Eligible Patients

15. Identify what controls are or will be in place to ensure that all ERF-3-R funded parties will not penalize homelessness. The term "penalize homelessness" means to impose, by a governmental unit, criminal or civil penalties on persons who are homeless in a manner that is related to those persons' engagement in necessary human activities, including sleeping, resting, and eating. (1000-character limit)

The City of Oakland does not arrest or issue civil citations for the status of being homeless, including engaging in necessary human activities in public places. The City's Encampment Management Policy is clear that "the City does not enforce ordinances or policies that criminalize the "status" of being homeless (e.g. citing or arresting for sitting, lying, or sleeping outdoors)." The City has litigated the constitutionality of its policies and practices under the Eighth Amendment and related case law in federal court. The City has succeeded in establishing that its practices comply with its Policy and its Policy does not penalize homelessness as defined in this question. However, the City does enforce ordinances and policies aimed at punishing criminal conduct unrelated to the status of being homeless (e.g. drug and sex trafficking, arson, assault, vandalism, etc.)

16. Describe how this proposal considers sanitation services for people residing in the prioritized encampment. This may include but is not limited to non-intrusive, curbside waste removal and access to clean and available bathrooms. (1000-character limit)

The identified locations receive hygiene support through portable bathroom with handwashing stations along with mobile shower visits. Public Works also provides periodic clean-up services. Hygiene and sanitation support will be enhanced with this grant award permitting everyone in the encampment to have a stationary private restroom. Trash removal will also be available on site allowing individuals to use trash receptacles on a daily basis.

Part 3: IMPLEMENTATION

Core Service Delivery and Housing Strategies

17. Describe the proposed outreach and engagement strategy, case management, and / or service coordination for people while they are continuing to reside within the encampment site. Quantify units of service to be delivered including the ratio of staff to people served, frequency of engagement, and length of service periods. (2000-character limit)

The City County team proposes to utilize our nationally recognized Street Health teams to "bring the front door" to our unsheltered residents, and engagement activities to foster relationships that can allow individuals to consider coming inside and accepting services. The multidisciplinary Street Health team model includes a Registered Nurse, Outreach Worker, Social Worker and Medical Provider (MD/NP) who provide medical and mental health services that are mobile, and substance use counseling and treatment, including harm reduction focused services, wound care, and detox beds reserved for people who are homeless. When available, Medication Assisted Treatment (MAT) induction will also be provided on site. These teams are within the HIPAA covered entity and have access to medical and behavioral health records in the field, providing a deeper understanding of an unsheltered individual's needs and barriers without requiring an office visit. As a health care provider, Street Health has access to critical health records that can assist in documenting eligibility for housing. Teams identify highly-vulnerable individuals to prioritize for specific supportive health care and support services, to prevent deaths associated with continuous displacements. In these cases, teams refer very frail people to respite or recuperative care so they have medical attention and a safe place to stay while working on a permanent housing placement. Once people are in housing, Street Health works with on-site providers to establish tenancy-sustaining services and ongoing medical, behavioral, and pharmacy care. Engagement and Outreach: Street Health teams already actively provide services at the three proposed encampment locations. Through their current work, the teams have already fostered ongoing, trusting relationship and provide services specially tailored to engage the population. Staffing resources provided through the ERF with enhance and leverage these existing relationships

18. Describe the role of Coordinated Entry in the context of this proposal and how Coordinated Entry policies or processes will support and / or hinder the implementation of this proposal. (1000-character limit)

To deliver permanent housing, service pathways to permanent housing, and strategies to mitigate returns to unsheltered homelessness the HCSA Street Health teams participates in coordinated entry to assess people and connect them with housing navigation services on site within encampments. In addition, teams work with non-CES housing resources (such as City-operated) to directly support access to immediate housing resources such as shelter, safe parking, community cabins. They also work directly with county clinical case managers, substance use treatment providers, and community organizations to assist people in obtaining the documents they need to meet housing requirements.

19. Describe each of the specific (a) interim housing and (b) permanent housing opportunities that will be used to achieve the proposed outcomes of this ERF project. Demonstrate that any ERF-3-R funded interim housing capacity is either non-congregate or clinically enhanced congregate shelter. (2000-character limit)

With this ERF opportunity, a hotel (The Jack London Inn) will be converted into interim shelter that has 110 units. Participants from all three encampments will have a private room with a bed, private restroom, refrigerator, closet/dresser, microwave and desk space. The program site will also provide general health care support including on site clinical staff that can perform basic health assessments, provide first aid, refer clients to higher levels of care as needed, and connect clients to a PCP.

The Permanent Supportive Housing totals 190 units and is comprised of 3 recent Homekey awards for the Imperial Inn, the Quality Inn, and Dignity Village. As it relates to this ERF Round 3 application, the total money secured to support this effort totals over \$78 million dollars which includes local, county, and state sources.

Homekey projects are part of the City's approach to address homelessness by innovatively leveraging City dollars to maximize State and Federal investment to create more deeply affordable Permanent Supportive Housing units. Oakland has secured more than \$95 million of State Homekey funds since 2020 to house residents experiencing homelessness. The City's eight awarded Homekey projects will provide a total of 427 deeply affordable units for the unhoused.

20. Demonstrate the applicant's commitment and ability to deliver permanent housing solutions to the people residing in the prioritized encampment, including by providing examples of prior successful efforts to permanently house similarly situated individuals. (2000-character limit)

Homelessness and housing affordability are top priorities for Oakland residents. To address these challenges, the City is carrying out a multi-pronged approach. The Housing and Community Development Department is addressing housing affordability issues through its “3P” framework: Protect Oaklanders from displacement; Preserve the existing affordable housing stock; and Produce new, deeply affordable housing units.

To determine how to best allocate the \$350 million in general obligation bond funds (Measure U) designated for affordable housing, Oakland HCD embarked on a comprehensive stakeholder engagement process beginning in December 2022. The feedback received from this process, in addition to guidance from City leadership, coalesces Housing and Community Development into this 2023-2027 SAP which guides how Oakland HCD administers housing development and service funds for the first half of the current RHNA cycle. Oakland HCD acknowledges that racial disparities in housing access, affordability and stability persist in Oakland, driven by histories of racialized exclusion and segregation. Thus, the development of this SAP followed the Department of Race and Equity (Oakland DRE)’s Racial Equity Impact Analysis (REIA) process.

Since the inception of the State’s Homekey program, Oakland has received \$95 million in funding for a total of eight projects totaling 427 units of permanent supportive housing. The City contributed local funding for seven of these eight to match Homekey funds covering both capital and long-term operating support. In addition, the City partners with the County OHCC and the Oakland Housing Authority to further leverage City and State resources.

In 2023, the City created its own version of Homekey called the Rapid Response Homeless Housing program (R2H2). The first R2H2 RFP was released in November 2023 and will provide local funding for both capital and operating subsidies

21. Describe how this proposal is tailored to meet the needs and preferences of people residing within the prioritized encampment. (1500-character limit)

Our project is designed to be flexible and provide many different pathways out of unsheltered homelessness and into permanent housing. Its design was informed by our experience serving over 2050 in interim shelter programs in 2022 and 2210 in 2023. The City of Oakland's mix of shelter programs includes hotel and dormitory rooms that offer individuals and households dignified and private spaces. One of the City's most successful program is the 89-room Lake Merritt Lodge, which was set up to serve medically vulnerable individuals and includes private rooms with meals and housing navigation. Based on feedback learned from the City's interim shelter providers, people exiting unsheltered homelessness want to be safe and healthy, treated with dignity and respect, and provided means and opportunities toward stability and security.

The teams that resolve encampments in the City have very close relationships with the people being supported. Contractors and city staff know them by name, talk to them daily, and are invested in their success. Their preferences, needs, complaints, frustrations, and appreciation all served to mold the design of this project, which acknowledges that not everyone will go to a shelter, many people will not opt for services or interim housing the first time they are approached, and, when people do move into permanent housing, they may need furniture or a security deposit.

One of our attachments lists the people data by encampment

Where applicable, identify the people, data, evidence, and / or other sources of information that was relied upon for this proposal.

Table 1: Projected Living Situations Immediately Following the Encampment

For people served who exit the encampment, what are the projected Living Situations Immediately Following the Encampment, including but not limited to, permanent housing, interim sheltering, and unsheltered?

Please provide responses in the table below. Add a row for each projected living situation. (250-character limit for each cell)

Briefly Describe Each Projected Living Situation Immediately Following the Encampment	Is This Permanent Housing?	Quantify the Capacity (e.g., number of beds/units, frequency of bed/unit availability)	Prioritized or Set-Aside for ERF-3-R?	Is this living situation funded by ERF-3-R and / or Leveraged Funds?	% of Served Persons Projected to Fall Within This Living Situation
Interim Shelter	No	110	Set aside	ERF	69
	Yes/No		Pri/Set-Aside/Neither	ERF/Lev/Both	%
Permanent Housing	Yes	190	Prioritized	Leveraged	31
	Yes/No		Pri/Set-Aside/Neither	ERF/Lev/Both	%
	Yes/No		Pri/Set-Aside/Neither	ERF/Lev/Both	%

	Yes/No		Pri/Set-Aside/Neither	ERF/Lev/Both	%

Table 2: Permanent Housing Opportunities

A permanent housing opportunity is a combination of project and/or service provided to an individual with the goal of helping the individual obtain permanent housing. Of course, applicants cannot and do not need to provide every possible scenario; Cal ICH is looking to understand the primary, expected permanent housing opportunities for people projected to be served by this proposal.

Please provide responses in the table below. Add a row for each projected opportunity. (250-character limit for each cell)

Describe the Permanent Housing Opportunity	Prioritized or Set-Aside for ERF-3-R?	Quantify the Capacity of the Housing and Service Opportunity	Is this Housing Opportunity Funded by ERF-3-R and / or Leveraged Funds?
Imperial Inn Homekey Project (awarded)	Set aside Pri/Set-Aside/Neither	47 Units in partnership with Bay Area Community Services Housing Corp (BACS)/ Memar Properties Inc. (MPI Homes)	Leveraged funds ERF/Lev/Both
Quality Inn Homekey Project	Set aside Pri/Set-Aside/Neither	103 Units in partnership with California Supportive Housing Enterprise (CSH) & SHELTER, Inc.	Leveraged funds ERF/Lev/Both

Dignity Village Homekey Project	Set aside Pri/Set- Aside/Neither	40 Units in partnership with DignityMoves & Housing Consortium of the East Bay (HCEB)	Leveraged funds ERF/Lev/Both
	Pri/Set- Aside/Neither		ERF/Lev/Both

22. Describe strategies the applicant will use to ensure that people are not displaced from the prioritized encampment into another unsheltered location. Include strategies that are in addition to/complement the interim shelter and permanent housing opportunities that are part of this proposal. (1000-character limit)

Coordinated Outreach: The response team will engage daily at the encampments, offering services and shelter

Jack London Inn: offers private rooms with private restrooms, health supports, case management, meals, etc.

Shelter Beds: Shelter beds will always be offered. In addition to the hotel room funded as part of this proposal and the prioritized PSH, the city operates community cabin programs nearby each of the three prioritized encampments as well as safe RV parking programs in West and East Oakland.

Storage of Personal Items: The City will offer to store essential personal items.

Individualized housing options: As part of this project, encampment residents will be prioritized in 3 recently awarded Homekey projects (Quality Inn, Imperial Inn, Dignity Village) through CES to broaden range of options.

Support for people who remain unhoused: Coordinate with existing street teams to track and follow-up with residents who leave target encampments but remain unhoused

23. Describe specific strategies and/or services the applicant will use to prevent returns to unsheltered homelessness among people from the prioritized encampment who are sheltered and housed through this ERF project. Include whether these strategies will be funded with ERF-3-R funds and, if not, what other resources will be leveraged. (1000-character limit)

Case management: Work with encampment residents in developing housing plans to ensure individual choice and needs, with post-placement follow-up.

Income expansion: Engage with residents to look for strategies to increase income either through available public benefit programs and/or employment.

Coordinated Outreach: In addition to prior outreach, the project includes revisits to encampments sites post resolution and continued outreach.

Trauma Informed Care: Trauma-informed services to develop and maintain community supports post-placement (address loss of community).

Job Training: Encampment residents will have options to get employment ready, including engaging nonprofits for employment opportunities and workforce development programs.

Health and Wellness: Mental health support including substance abuse support, health screenings, support for disabilities, addiction treatment, clinical case managers.

Rental/move-in assistance: leveraged funds to support transition to housing

24. Describe how this proposal considers and plans for the dynamic nature of encampments including potential inflow of people into the geographically served areas. (1000-character limit)

Additional rooms than current identified population as populations typically increase with increased engagement and service offerings. We are projecting the capacity to serve approximately 60 more people at the Jack London Inn than are in the encampments now. We have planned for routine monitoring of the three prioritized encampment locations and will continue to offer shelter to people who attempt to return to the areas.

25. Describe how participants in this ERF project will be supported with continued access to, and storage of, their personal property while in the encampment, in interim housing (if applicable), and in permanent housing. (1000-character limit)

Storage of personal belongings for 90 days is offered at every encampment operation, and will continue to be offered at these three sites. Individuals who enter shelter or PSH will be supported with transportation of their belongings to the shelter locations. If additional storage is required beyond what the hotel rooms can accommodate, the existing encampment storage options will remain available for essential belongings that can be safely stored according to the City's storage policies. Outreach team members will work empathetically with individuals to address their belongings by providing storage or support when discarding items that cannot be safely stored.

26. Describe how participants in this ERF project who have service animals and/or pets will be supported while in the encampment, in interim shelter (if applicable), and in permanent housing. (1000-character limit)

Most interim housing options allow for pets even without demonstrating a medical reason. The Jack London Inn will allow up to 2 pets per household. The city will also support residents to connect with free vaccination clinics so their pets are able to enter shelters or other housing options. In our experience, some people in encampments have multiple pets and we do know that some housing locations restrict the number of pets. We will work with residents to mitigate this barrier, including finding alternative housing options for pets. It is less likely to be a challenge with this project, as compared with vehicle encampments.

Budget and Resource Plan

27. State the total amount of ERF-3-R funds requested.

\$7,216,307.00

\$

28. State the estimated dollar value of secured, non-ERF-3-R resources that will help meet this proposal's outcomes.

\$67,070,233.50

\$

29. Identify and describe each leveraged non-ERF-3-R resource and how that specific resource will be used to help meet the proposal's outcomes, including the permanent housing outcomes. (1000-character limit)

The leveraged funds for this project are from local, county, and State sources. The City of Oakland is contributing \$60,000 for Street Outreach work, \$252,223 for analysts supporting program administration, and \$92,336 for staff in coordination with outreach teams to support the identified population to permanent housing.

Alameda County is providing \$1,200,000 in direct staff costs for this project for leveraged housing navigation support to transition participants to permanent housing.

The State of California has contributed \$65,165,674 in funding for 3 Homekey projects which include acquisition and rehab of two hotels and modular construction on a city owned lot. These three sites are permanent housing.

*Applicants are directed to provide a detailed description of other fund sources, and system capacity, that will be leveraged to achieve the outcomes proposed for the ERF-3-R funded project (**especially as it relates to meeting this proposal's permanent housing outcomes**) and, if applicable, to sustain the new programming beyond the end of the grant term.*

This includes prior ERF awards, HUD unsheltered NOFO, and other federal, state, and local funding sources.

Applications will be evaluated with the understanding that communities vary significantly with respect to the current availability of other fund sources that can be used as leverage for their proposed projects and to sustain the projects beyond the grant term.

In the absence of currently available resources, Applicants are encouraged to provide a specific plan for obtaining the funding necessary to sustain their project beyond the grant term if the project is intended to continue.

30. Describe how the proposal is a prudent and effective use of requested funding relative to the number of people it seeks to serve, the types of services and housing to be provided, and any benefits to the community's efforts to address homelessness that will extend beyond the grant term, including ongoing expansion of interim and permanent housing capacity. Include an explanation of how the requested ERF-3-R amount was determined. (1000- character limit)

The requested \$7.2 million of ERF-3 funds proposes to serve at least 150 individuals at a monthly cost of \$3,207/month per individual, which includes shelter, parking, meals, healthcare, case management, and housing navigation.

Our budget is informed by our use of HHAP funds, our ERF 1 award, 3 of our recent Homekey Awards, our partnership with Alameda County, our in-kind contributions, our resolution of other large encampments, and our ongoing effort to implement our city-wide encampment management policy to eliminate unsheltered homelessness in high sensitivity areas not fit for habitation. This work is people intensive—requiring multiple outreach efforts, especially to people who have been homeless for long periods and multiple times, which is typical at our sites. The budget reflects the need for consistent case management, follow-up long after people move into housing, and funds to bridge gaps that can make the difference between staying in housing and landing back on the street

Attachment: Standardized Budget

FINAL ERF-3-R Budget Template_Jurisdiction.xlsx

Cured_Oakland_ FINAL ERF-3-R Budget Template_Jurisdiction OAK.xlsx

Applicants must use the [ERF-3-R Budget Template](#) available on box.com

Key Entities and Staff

31. First, describe the implementing organization and specific unit or office within the implementing organization that would administer ERF-3-R. Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500-character limit)

The Homelessness Division in the Office of the City Administrator, under the oversight of the Deputy City Administrator, will administer ERF-3-R with support from the Director of the City of Oakland Housing & Community Development and Alameda County Office of Homeless Care and Coordination. The Homelessness Division within the Office of the City Administrator was created in June 2021 to lead the Citywide response to homeless encampments and local and regional agency and resource coordination.

The City's Housing and Community Development Department partners affordable housing developers and service providers to help ensure Oakland's Homekey projects are successful, utilizing funds for rental subsidies, utility arrears, and more. These initiatives aim to establish safe, permanent housing. The division's experiences in managing housing assistance, job placement, education, and social services inform this proposal's comprehensive approach. Their oversight of HHAP funding for homeless prevention further underscores the commitment to effective permanent housing solutions.

Table 3: Key Staff

Identify all staff positions (e.g. administrative, programmatic, development etc.) which are integral to this ERF project and to achieving the proposal's outcomes. For each position include the title, whether the position is filled or vacant, the approximate fulltime equivalent (FTE) of the position dedicated to the ERF project, whether the position is funded through ERF-3-R and/or Leveraged (i.e. non-ER-3-R) funds, and a brief description of the duties. Please provide responses in Table 3 below.

Title	Currently Filled Position?	FTE of Staffing for This Proposal	Funded by ERF-3-R and / or Leveraged Funds?	Brief Description of Duties
Service Coordinators	No Yes/No	6 # FTE	ERF ERF/Lev/Both	Provide case management, housing navigation, landlord liaison support
Shelter Monitor Staff	No Yes/No	8 # FTE	ERF ERF/Lev/Both	Maintain safety, order, and operations of the interim housing site
Service Coordinator Supervisor	No Yes/No	1 # FTE	ERF ERF/Lev/Both	Supervise service coordinator's and ensure proper support and transition of program participants to permanent housing
Shift Supervisor	No Yes/No	3 # FTE	ERF ERF/Lev/Both	Supervise daily program operations
Data Analyst	Yes Yes/No	.2 # FTE	Both ERF/Lev/Both	Collect, analyze, report outcome data

Accountant	Yes Yes/No	.2 # FTE	Both ERF/Lev/Both	Perform accounting duties ensure proper accounting and eligible expenses
Case Managers	No Yes/No	1 # FTE	ERF ERF/Lev/Both	Support transition of unsheltered individuals to housing
City Program Analysts	Yes Yes/No	1 # FTE	Both ERF/Lev/Both	Oversee program development, operations, and completing State reporting requirements

32. First, describe key partners that will be responsible for implementing this ERF project and achieving the proposal's outcomes (e.g. service providers, public agencies, development entities etc.). Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500-character limit)

The primary partner in implementing this ERF project is Alameda County, specifically the Health Services Department. With a successful track record in implementing homeless service programs, the County will play a pivotal role in both the direct Street Teams and Interim Motel Housing programs. Their responsibilities include providing staff and supportive services to individuals through a contractual arrangement with the City.

The collaborative development of this proposal with Alameda County, along with its alignment with existing county programs, reflects the shared commitment to addressing homelessness. Furthermore, the City will engage local homeless service providers, including non-profit organizations, and religious institutions. These entities, involved in shaping the City's Homeless Strategic Plan, bring valuable experience and a demonstrated interest in collaborating to deliver services effectively.

33. Describe specific examples of how Local Jurisdiction(s) and the CoC have collaborated on the design and implementation of this proposal. (1000-character limit)

The City of Oakland met with stakeholders including Alameda County Health Services, Caltrans, the Alameda Continuum of Care, neighboring cities Berkeley and Emeryville, CBOs, and local churches to receive input and feedback on the program design. There was a consensus for a need to meet people where they are providing a program that fits their current living situation (living in vehicles) and allows for engagement to build trust and support the transition to permanent housing. Trying to force people immediately into another situation often does not work until the trust is built. We have also partnered with the County and other service providers for our successful ERF-1 application and have trained additional subcontractors to enter HMIS information to expand the capacity of the CoC.

Applicants may upload evidence of cross-jurisdictional collaboration such as MOUs, letters of support, or interagency agreements etc. in the field immediately below.

Optional Upload: Evidence of Cross-Jurisdictional Collaboration
COOEFRL0S_12024do.pdf

34. Identify any entities that have a right to and/or control of the property upon which the encampment site resides. Describe how applicant has engaged with these entities and confirm

that each of these entities has committed to allowing the implementation of this proposal. (1000-character limit)

The 3 locations are on City property but are adjacent to Caltrans ROW and BART ROW. The City collaborated with Caltrans to pinpoint encampment hotspots, receiving support through a letter for this proposal. Similarly, the City engaged with Alameda County during the proposal's development, obtaining a letter of support. The City also works in partnership with BART on joint clean ups and vehicle abatement efforts.

Accelerated Timeline

35. How is your community currently supporting and / or engaging with people residing within the prioritized encampment? (1000-character limit)

Oakland City staff and city funded outreach teams engage the community regarding their needs and the opportunity to transition to shelter. In addition, outreach teams followed up with individuals at these three encampments immediately following the January 25 Point in Time Count.

36. If this proposal is selected, in advance of receiving funding, what steps will your community take to support the people living in the encampment and swift implementation of this proposal? (1000-character limit)

The City of Oakland will continue outreach and engagement at the site. We will also continue to assess the needs and build trust amongst the unhoused which of course includes continuing to offer resources.

Table 4: Project Timeline

Cal ICH should be able to use the project timeline to understand the general parameters of the project and how it will be implemented.

This Standardized Project Timeline Template will not perfectly capture every nuance - that's Ok. However, applicants are strongly encouraged to provide incremental milestones for achieving the interim shelter and permanent housing goals set out in the proposal. For projects that include interim shelter and/or permanent housing development, the timeline should include major development milestones.

Where there is ambiguity, conflict, or silence, use your judgment.

Date	Milestone	Category	Additional Detail for Milestone
3/13/2024	Ongoing Outreach	People	Street outreach teams continue to engage individuals at the identified encampments and offer services.
3/13/2024	Receive Grant Award	Project Management	
3/29/2024	Service Provider Selected, Interim Shelter confirmed	Place	

4/17/2024	Coordinated outreach	People	Robust coordinated outreach including street outreach teams from the City, County, and CBOs
5/1/2024	Finalize contracts and lease	Project Management	
6/3/2024	Coordinated outreach	People	Outreach teams identify and support the transition of individuals who qualify for PSH into housing
6/19/2024	Program Development	Place	Interim Housing Program is set up and staff are trained
7/1/2024	Encampment Support Operation 1	People	Unsheltered residents are transitioned into shelter. Former encampment area is cleaned
8/1/2024	Encampment Support Operation 2	People	Unsheltered residents are transitioned into shelter. Former encampment area is cleaned
8/16/2024	Encampment Support Operation 3	People	Unsheltered residents are transitioned into shelter. Former encampment area is cleaned
9/2/2024	Program operation for 11 months	People	Support clients with transition

7/2/2025

Program ramp down for
3 months

Project Management

Move last ERF
participants into
permanent housing and
close out grant

Table 5: Projected Milestones

Answer the following questions in relationship to January 31, 2024. Cal ICH assumes disbursement will occur approximately 3-6 months after January 31, 2024.

Please provide responses in the table below including the month and year. (15-character limit for each cell)

Outreach to the people residing in the prioritized encampment site began / will begin mm/yyyy.	This proposal will reach full operating capacity in mm/yyyy.	The first planned exit of a person or household from the prioritized encampment will occur in mm/yyyy.	The last planned exit of a person or household from the prioritized encampment will occur in mm/yyyy.
03/2024	08/2024	07/2024	09/2025

CERTIFICATION

Before certifying, applicants are strongly encouraged to review the NOFA.

I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name

Niccolo	De Luca
First	Last

This does not have to be an authorized representative or signatory.

Title

Townsend Public Affairs

Email

ndeluca@townsendpa.com